



# MPT&E COMMUNICATOR

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*Serving the entire Manpower, Personnel, Training & Education enterprise*

## Greetings!

It's an exciting time to be serving in today's Navy! As the Chief of Naval Operations (CNO) recently noted, "it is an era of shifting global threats and challenging new opportunities that we must meet with new skill sets, deeper partnerships and mutual understanding."

Advances in technology have increased our flexibility and exponentially increased our ability to multitask missions and assignments. New warfighting platforms are coming to the fleet that will considerably reduce manning needs, which reinforces the absolute requirement for improving how we train and educate our Sailors to maximize our effectiveness.

Over the past few months, Sailors have seen improvements in Sea Warrior career management tools such as the Job Advertising and Selection System (JASS) Career Management System (JCMS), 5 Vector Model (5VM), and the Navy Knowledge Online (NKO) Web site. These, and other tools, are helping the Navy create a smarter, more flexible and personally involved Sailor that will be better trained and equipped to succeed in the future. We must continue to execute Sea Warrior and ongoing manpower and personnel transformational efforts and deliver improvements that will positively impact the lives, ca-

reers and leadership potential of our Sailors and their families.

We have entered into a time when Sailors are able to interact more closely and personally with their careers, and at the same time, help the Navy better fill our billets with people who have the necessary skills, education and motivation to accomplish the mission. One of the first steps in making this a reality is to merge the Manpower, Personnel, Training and Education (MPT&E) organization into one coherent unit, which is one of the CNO's three priorities outlined in his 2006 guidance. The merger will help develop Navy leaders for the 21st century by transforming the Navy to better compete for the best talent our country produces, while creating an environment that fulfills the potential of every man and woman serving who



**VADM Kevin Moran**  
Commander Naval  
Education & Training,  
Deputy Chief of Naval  
Personnel

chooses a Navy career.

This merger is absolutely necessary to make Sea Warrior possible. The MPT&E merger will facilitate the process of aligning organizational and command processes in a manner that will support the Navy's evolving deployment plans and provide a force that is more flexible, responsive, and tailored to meet new missions and operational commitments.

It supports the CNO's 2006 guidance – that the knowledge and skills derived from education, training and experience represents our most valuable resource.

Sea Warrior is the initiative that is taking us forward and enabling the Navy to provide the right Sailor, with the right skills, at the right time, to the right place. We will become leaders of change and innovation as we develop the Navy's next generation of leaders and make the Navy an "employer of choice."

When completed, MPT&E aligns previously separate roles, and allows everyone – active, Reserve, civilian or contractor – to work together to form a more diverse and skilled workforce that, bottom line, will be more affordable, better educated, more experienced, and more capable of fulfilling the missions we are given. At the same time, we are striving to build an

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## VADM John C. Harvey Jr. takes the helm as 54th Chief of Naval Personnel (full story and comments, page 2)



***"We must never forget that we  
are the ones whose work impacts  
every Sailor, every day."***

***— VADM John C. Harvey Jr.***

**VADM Moran: “Transitioning to Sea Warrior”** *(Continued from page 1)*

organization that allows people more choices in their assignments and opportunities in their careers by creating a streamlined organization and process that allows the Navy to get the right person, at the right time, at the right place, with the right skills and the right motivation to accomplish the mission.

There are four critical steps to the MPT&E merger process. First was developing a baseline of existing processes, including costs, manpower, and capabilities and reporting relationships.

In July, Navy Personnel Command (NPC) and the Naval Education and Training Command (NETC) merged, which marked the second step in the process, and allowed us to assess the organizational

processes, and designate leadership and reporting relationships. The third step is joining together and improving organizational structures, clarifying the reporting relationships and preparing for the transformation. And the fourth and final step is the actual transformation, which we will complete as expeditiously as possible.

Sea Warrior and the MPT&E merger are extremely complex, huge in scope, and we are not doing this alone. We’ve hired experts in corporate mergers to assist us in this endeavor, which is certainly required since combining the Navy’s MPT&E organizations represents (in dollar figures) a significant merger even by Wall Street’s standards – with close to \$40 billion dollars in budgets between the organizations.

We cannot meet the challenges of tomorrow by sustaining today’s requirements. We need fresh ideas and an innovative organization that can take advantage of opportunities to transform, recapitalize and modernize our MPT&E force to make Sea Warrior successful.

Now is the time to embrace this merger and explore the opportunities and take advantage of the benefits it offers you and your career. Together, we can ensure that the process is enacted smoothly and is mutually beneficial to the Navy, our mission and our people.

*Warmest Regards,*  
Kevin Moran  
VADM, USN, CNETC, DCNP

**VADM John C. Harvey Jr. becomes Navy’s 54th Chief of Naval Personnel**

WASHINGTON — VADM John C. Harvey Jr. assumed duties as the Navy’s 54th Chief of Naval Personnel and Deputy Chief of Naval Operations – Manpower, Personnel, Training and Education, Nov. 22. Harvey relieved VADM Gerry Hoewing, who retired.

As Chief of Naval Personnel (CNP), Harvey will plan and direct the procurement, distribution, administration, and career motivation of over 681,000 active duty, Reserve and government civilians. Having served previously as a detailee, placement officer, N13 program manager, in legislative affairs and as executive assistant to CNP, among other personnel jobs, Harvey said he is very excited to be tapped to lead delivery of personnel services for the fleet.

“There are no shortages of challenges that confront us, but where there are great challenges there are also great opportunities,” he said.

“No matter where you are in the (Navy personnel) enterprise – Washington, Millington, Norfolk, Pensacola or on the front lines of our recruiting stations – and no matter what you do, in uniform or as a civilian professional, *“your work makes a difference to our Sailors and our Navy,”* Harvey said.

Emphasizing that all commands under his purview can have a positive impact on every Sailor, every day, he noted that be-



*VADM Harvey, left, is sworn in by Chief of Naval Operations ADM Mike Mullen.*

ing on the MPT&E team is a special and crucial job. “It is that impact that fires my passion for what I do, and will do, with you,” he said.

With immediate plans to travel around the country to gain familiarity with the emerging MPT&E team, Harvey said he hopes to meet as many employees, military and civilian, as possible.

A native of Baltimore, Harvey graduated from the Naval Academy in 1973, becoming a Surface Warfare Officer specializing in nuclear propulsion. Following several at-sea tours, he commanded USS David R. Ray (DD 971), USS Cape St. George (CG 71) and Cruiser/Destroyer Group Eight/Theodore Roosevelt Strike Group. Harvey recently served as Deputy for Warfare Integration.

**Message to the fleet:**

“I am very privileged and deeply honored to inform you that I recently relieved VADM Gerald Hoewing as Chief of Naval Personnel (N1-NT/CNP).

My expectations of you are quite straight-forward:

- Do the best you can, with what you have, where you are.
- Support the team with everything you’ve got – communicate and coordinate relentlessly up, down and around the chain-of-command.

- Act to the limit of your authority and focus on execution — What must we do today? What should we do tomorrow? Build the action plan, assign responsibility and move out. Be accountable for the results.

“All of you have voluntarily chosen to serve our Navy and our nation, to live a life of service and significance. With your choice and your service you have earned my respect and command my loyalty. Together, we can, and will, do great things for our Navy.

“I look forward to meeting you and working with you in the days ahead. We have much to do. “

*All the best,*  
John C. Harvey Jr.  
VADM, USN, CNP, VCNO (MPT&E)



## Sea Warrior Transformation Summit #5 highlights 5 focus areas

### By Terry Halvorsen, Naval Personnel Development Command

Upon assuming command as Chief of Naval Operations (CNO), Admiral Mike Mullen moved to facilitate Manpower, Personnel, Training and Education (MPT&E) initiatives that are essential to delivering Sea Warrior. To that end, the most recent Sea Warrior Transformation Summit in early November focused on reviewing Sea Warrior Transformation progress.

The emphasis now will be establishing an organization and processes that will deliver a better “fit” for each individual Sailor to the job they are assigned. Toward that goal Sea Warrior will deliver five focus areas to the fleet:

- **Interactive Detailing** – This is already happening with the Job Advertising and Selection System (JASS) Career Management System (JCMS) expanding with future spirals. We will start with matching rating and NEC to billets, and then will move towards the Sailor controlling his or her own destiny, using a resume. The result will be the best fit for the job.

- **My Course** – This is the ability that allows Sailors to utilize Navy Knowledge Online (NKO) to improve his or her resume. Ultimately, My Course will consist of a tailored learning event that will provide a personalized course of instruction, containing the unique learning content for only the specific skill objects that a Sailor needs to either succeed in or compete for a position.

- **Lifelong Learning** – This is formal (i.e. college degree) and non-formal (i.e.

hobby-related course) education linked to the personal development vector of the 5 Vector Model (5VM). We are already requiring an associates degree for advancement to Senior Chief by FY10. Look for Bachelors’ Degree requirements for some positions in the future.

- **Advance to Opening (ATO)** – This will allow enlisted Sailors to advance based on their acquired competencies, while providing greater opportunity to compete for positions in higher pay grades. The overall objective of ATO is to enhance fit by better matching Sailors to positions commensurate with their skills and competencies.

- **Certifications and Qualifications** – This will enable Sailors to leverage Navy experience and training to enhance their resume. It associates professional milestones with recognized civilian certifications.

Thanks to the efforts of our Learning Centers, the pre-commissioning crew of our new Littoral Combat Ship, USS Freedom (LCS 1), is already training to become “hybrid Sailors.”

Sailors are being trained using a variety of skill objects in combinations that are peculiar to this brand new platform, which will be delivered to the Navy next year. And by all reports, the Sailors are ener-



**Terry Halvorsen**  
Executive Director  
Naval Personnel  
Development  
Command

gized and excited to be learning new skills outside their traditional ratings.

We will continue to make structural changes to transform MPT&E into the most effective organization. As a result, we are creating a new command called Accessions and Initial Training Command. This command will connect recruiters (CNRC) with those who provide our Sailors – both officer and enlisted – their initial training. This merger will bring us closer than we have ever been before to the realization of a demand-based, agile supply chain.

In pursuing our Team Headquarters concept, a strategic Plans and Policy organization has been recently approved. It will firmly establish strategy and policy at the Echelon I level, where it belongs.

Further, we are creating Shared Services organizations where it is appropriate. For example, Chief Information Officer (CIO) is taking all of our enterprise Information Technology (IT) requirements and centrally managing them, eliminating redundancies and minimizing the cost of doing business, while providing more responsive customer facing/focused service.

Additionally, we have established a Chief Resource Office. As a result, we will have one MPT&E budget and one MPT&E sponsor. The goal is to be a one-stop shop by FY07.

The obstacles remain great, but we are making clear and steady progress, in which you can take great pride. Thanks to the combined efforts of our MPT&E enterprise, with each passing day, the task becomes a little less daunting.

## MPT&E

## Communicator

This authorized monthly publication is a product of the U.S. Navy Manpower, Personnel, Training and Education (MPT&E) enterprise.

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Submit information for publication to: [pnsc@netc.pao.navy.mil](mailto:pnsc@netc.pao.navy.mil).

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## Sea Warrior's "fit" stressed at Millington, Pensacola town hall meetings, All Hands calls

By Chief Journalist Teresa J. Frith and Journalist 2nd Class Amie Hunt, Navy Personnel Command

Personnel from commands in Millington, Tenn., and Pensacola, Fla., recently learned how the July 1 merger between Navy Personnel Command (NPC) activities and the Naval Education and Training Command claimancy will become another tool in the Sea Warrior initiative. This insight was gained during a series of town hall meetings with VADM Kevin Moran, Commander, Naval Education and Training Command (NETC) and Deputy Chief of Naval Personnel (DCNP), and RADM David A. Gove, Commander, NPC and Naval Personnel Development Command (NPDC).

"This is not just a merger, it is a new way of doing business," said Moran. "What this is all about is bringing Sea Warrior to life."

The Sea Warrior "fit" is to provide capable manpower with the right competencies, at the right place, with the right motivation, at the right time, who will perform at the required level for both the individual and the team positions at the very best value.

In order to do that, the Sea Warrior enterprise will have to accomplish six goals: build total force positional requirements linked to joint warfighting capabilities to produce personnel readiness; enable Sailors to grow, develop, and contribute according to their individual abilities; create an environment where individuals have more influence over job selection, career path, and continuing education; integrate and optimize the total force production and delivery systems; create a culture where the cost of manpower is understood and factored into all decision making; and become an integrated learning enterprise that delivers competencies.

According to Moran, the key to accomplishing this requirement begins with identifying, prioritizing and approving fleet requirements; developing the training needed to accomplish it, and linking it all to fleet readiness.

RADM Gove echoed Moran's comments during a series of town hall meetings in Millington in November. "Sea

Warrior is all about the total force — Reserve component, active component and civilians," Gove stated. "We need to further our own growth and development, and (still) maintain a balance that gives us the right person to fill the job at the right cost. It's up to us to put Sea Warrior into action or the Navy may not be able to support its national requirements."

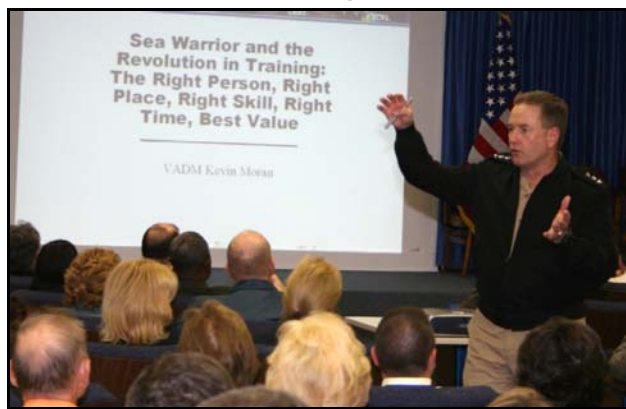
Gove stressed the nature of warfighting is changing rapidly and new missions like the Global War on Terrorism (GWOT), littoral warfare, humanitarian assistance and disaster relief, demand new competencies.

"It's a different world today than it was 5 or 10 years ago," Gove said. "We need to be able to respond to these demands with agility and speed, and Sea Warrior is the answer."

The MPT&E enterprise will play an important role in Sea Warrior and several new initiatives will help forge the Sea Warrior Business Architecture.

These new initiatives are: *Interactive Detailing, My Course, Lifelong Learning, Advance to Opening, and Certifications and Qualifications*.

"Everything we are doing right now with Sea Warrior is about getting the proper fit," Moran said. "This is an evolving process based on spiral development, which means it will be rolled out in several stages with updates released as they are needed or developed. These initiatives, which make up the first phase, or Spiral 1, will be released in 2006 and will help us get the right programs in place to reach our goal of producing a more



VADM Moran discusses the Sea Warrior "fit" during a Dec. 5 All Hands call in Pensacola, Fla.

streamlined customer-facing organization.

"Our business in the manpower distribution piece of Sea Warrior is to make sure that our databases are accurate, that we understand what "fit" is, and that we're able to deliver the best fit to the fleet. Simply stated, fit is what Sea Warrior is all about."

Over the last 12 months, a number of tools have been developed that will help make Sea Warrior possible. First and foremost is the Navy Knowledge Online (NKO) Web portal, which is

gradually becoming a data warehouse for knowledge, training and education for Navy personnel. The database will eventually include every person in the Navy, including government civilian employees. Information from the database will be used to help build a "personal resume" to show a person's qualifications. A Sailor's resume will come in part from his or her 5 Vector Model (5VM). The 5VM is a tool that shows career development in the areas of professional, personal, leadership, certification and qualifications, and performance. These are compared with approved standards for that rating and allow the Sailor to track where they stand based on the stages of recruit, apprentice, journeyman and master. How fast a

*(Continued on page 5)*



VADM Moran addressed nearly 2,000 people at town meetings in Millington, Tenn. Photo by JO2 Amie Hunt.



## Millington, Pensacola town meetings, All Hands calls (Continued from page 4)

Sailor reaches each of these stages depends on personal abilities and goals, not necessarily his or her rank. For example, an E-5 who has a college degree would be higher in their personal development than an E-7 who doesn't have any college credits.

"Eventually, Sea Warrior could make jobs or duty assignments available based on skills or a Sailor's resume," said Moran. "Rank or rating may not matter. We could be looking at a future where a Sailor gets a job based only on abilities and skills. For example, if a billet or job calls for an officer with a masters degree, why can't I fill it with a chief if the chief has the required degree?"

Another important factor in the new resume will be training — both military and civilian. Currently, pilot programs are testing ways military training can be done quicker, and more efficiently.

"This is a revolution in training,"

Moran said. "People will only do the training they need. We need to make sure that the training we deliver is more personalized, saves time, and money. In essence, the right training, at the right time, at the right cost. It just makes more sense."

Some of this is already happening. According to Moran, about 30 percent of "A" and "C" school courses are now offered online. There are also self-paced courses for some enlisted ratings, and Sailors can take e-learning courses on a wide-variety of subjects via NKO. Future Sailors may even get their training personalized so



*RADM David A. Gove conducted a series of town hall meetings in Millington to discuss the MPT&E merger and the role NPC and NPDC will play in Sea Warrior. Photo by JO2 Amie Hunt.*

they can get the qualifications needed to fill a specific billet. These and other revolutions in training will fast become the norm as the appropriate systems are put into place.

"The timeframe for completing this depends on an IT solution," Moran said. "We need to be able to build the appropriate databases and the IT systems have to be able to deliver the information.

"If we get this right, you won't recognize the Navy when it's done."

For more information, visit the Sea Warrior link on Navy Knowledge Online at <https://www.nko.navy.mil>.

## Customer feedback leads to improvements on BUPERS, NPC Web site

### By Chief Journalist Teresa J. Frith, Navy Personnel Command

It has been nearly a year since the new version of the Bureau of Naval Personnel (BUPERS) Web site went live. It is now faster, better organized and more printer-friendly as it continues to take form through improvements made in response to customer feedback.

The site, located at <http://www.npc.navy.mil>, underwent a major restructuring and consolidation process designed to ensure the most accurate, current and useful information is available to Sailors, civilians and their families.

"The old Web site contained more than 19,000 pages of information," said Bridgette Decent, Navy Personnel Command (NPC) Web Content Manager (WCMS) for the project. "We went through the information, removed outdated or incorrect data, got rid of redundancies and narrowed the site down to 7,807 pages."

The homepage features seven main categories: Boards, Career Information, Officer Assignments, Enlisted Assignments, Support and Services, Organization, and a Reference Library. All seven have clickable drop-down menus that list

additional information pertaining to that subject. One improvement made is that visitors can now choose to navigate the Web site via five categories: Officers, Enlisted, Family and Retiree, Intranet and Public/Media. Each section also lists a series of links within the site that pertain to subjects that have meaning for people in that category.

"Feedback from our customers is very important to us," said Decent. "We get a number of e-mails every day and we make it a point to answer each of them individually."

One of the biggest improvements is the download speed. After modifications, a page that used to take 13 seconds to load for someone using a 56K modem, now takes only four seconds. Another recent improvement made in response to customer feedback was to make the NAVADMIN and ALNAV messages more printer-friendly.

Visitors can log-in using their BUPERS Online password if they want to view secure content such as the detailer's phonebook or access the local BUPERS intranet. Other modifications include the



addition of the Google search engine, and cosmetic changes in fonts or font colors to make text easier to read.

Visits to the Web site are steadily increasing, with the Selection Boards and Advancements sites getting the most visits. Also popular are pages containing information on the Job Application Selection System (JASS); the Stay-NAVY Web site; Pay and Benefits; Military Instructions and Manuals; Physical Readiness; Military Records; Uniform Regulations; Surface Warfare Officer section, and Navy Publications.

"Web site visitation has gone from 21,000 hits a month to over 200,000 per month," said Decent. "We predict that will grow even higher as people get used to the site and tell other people about it."

Decent stressed that future improvements will include enhancing the low bandwidth version to make it even faster for ships or personnel without a high-speed connection, and improving the search engine to allow users to search specific areas such as messages or phonebooks, instead of just being able to search site-wide. For more news on NPC or BUPERS, visit <http://www.npc.navy.mil>.



## Driving and alcohol is a deadly mix on the nation's highways

### Safety Message from the Vice Chief of Naval Operations

Since fiscal year 2006 began less than three months ago, 24 Sailors and 17 Marines have died on the nation's highways.

Regretfully, this is the department of Navy's worst motor vehicle safety start in 17 years. Thirteen of these fatal accidents involved service members and their motorcycles. Resultant causes of these mishaps have included impairment due to alcohol, speeding, fatigue, failure to wear seatbelts and even road rage. Most recently, a fatal crash resulted when two service members attempted to race a train to an intersection. Predictably, the driver was drunk. Most of these accidents have occurred on weekend nights. Systemic and root causes of these tragic accidents can be traced to an uninformed safety awareness culture that has perpetuated through our ranks. Clearly, leadership must take immediate actions to reverse this trend. As the majority of these mishaps are occurring while Sailors and Marines are on liberty, influence over their conduct will require combinations of re-education and training and intrusive leadership.

This is not a trend that we can reverse or avert by merely conducting a one time training refresher or safety briefing. It's imperative that we instill into our Sailors, Marines, and civilians a sense of operational risk management both while on and off duty.

— ADM R. F. Willard, VCNO



ADM R.F. Willard,  
Vice Chief of  
Naval Operations

crashes involving a driver or a motorcycle operator with a blood alcohol concentration (BAC) level of .01 or higher. Of those, 1,054 had an illegal BAC level of .08 or above.

In 2004, more than 15,000 people died in alcohol-related crashes involving a driver or a motorcycle operator with a BAC level of .01 or higher. Of those, nearly 13,000 had a BAC level of .08 or above.

The holiday season between Thanksgiving and New Year's is one of the deadliest and most dangerous times of the year due to an increase in drunk driving.

That's why state and local law enforcement will be out in full force looking for and cracking down on impaired drivers this holiday season.

The message is simple — *You Drink and Drive. You Lose.*

Anyone planning on drinking alcohol needs to be responsible and designate a sober driver. With increased sobriety checkpoints, roving patrols, undercover officers and concerned citizens, chances are if you drive impaired, you will be caught, arrested and prosecuted.

Studies from NHTSA show that Americans support tougher enforcement and consider drunk driving an important social issue, ahead of health care, poverty, the environment, and gun control. Nearly 97 percent of Americans view drinking and driving by others as a threat to their families and themselves. The majority of Americans also support increased enforcement efforts like sobriety checkpoints to protect innocent victims from impaired drivers.

Too many people still don't understand that alcohol, drugs, and driving don't mix. Impaired driving is no accident — nor is it a victimless crime.

Fortunately, much of the tragedy that comes from impaired driving crashes could be prevented if everyone would take a few simple precautions.

There are going to be holiday celebrations and office parties where alcohol will be consumed, so the best bet is to always designate a sober driver before the parties begin.

Designating a sober driver is just one of several simple steps to help avoid a



tragic crash or an arrest for impaired driving. Others include:

- If you're impaired call a taxi, use mass transit, or call a sober friend or family member to get you home safely;
- Use your community's Sober Rides program.
- Remember — *Friends Don't Let Friends Drive Drunk.* Take the keys and don't let a friend or family member leave your sight if you think they are about to drive while impaired;
- Always buckle up — it's your best defense against an impaired driver.
- Spend the night where the activity is being held and sleep it off.

Driving a car or riding a motorcycle while impaired is not worth the risk. The consequences are serious and real. Not only do you risk killing yourself or someone else, but the trauma and financial costs of a crash or an arrest for driving while impaired can be really significant.

The tragedies and costs from drinking and driving impaired do not just end at the potential death, disfigurement, disability and injury. Violators who are caught will be spending money on bail, court, lawyers and towing fees instead of buying holiday presents for others. Add to that the humiliation and potential loss and consequence after informing family, friends, and employers. A tragic crash or an arrest for drunk driving is a horrible way to end the year.

Bottom line: *You Drink and Drive: You Lose. Be safe this holiday season.*

Impaired Driving is one of America's most-often-committed and deadliest crimes. Statistics compiled by the National Highway Traffic Safety Administration (NHTSA) show that in 2004 during the month of December alone 1,210 people across America were killed in highway





## National Security Personnel System implementation date moves to Feb. 1

By **Gerry J. Gilmore, American Forces Press Service**

WASHINGTON — The Department of Defense (DoD) will delay implementing the new National Security Personnel System (NSPS) until Feb. 1, acting Deputy Defense Secretary Gordon England said recently.

England, along with other DoD and Office of Personnel Management (OPM) officials, provided an update on NSPS matters to members of the Senate Homeland Security and Governmental Affairs Committee at a Capitol Hill hearing Nov. 17.

England told senators that NSPS will benefit DoD employees. "This is a win for DoD, it's a win for our employees, and it's a win for our nation," he said.

Several unions recently filed a lawsuit challenging some aspects of NSPS regulations, England said. However, DoD, OPM, the Justice Department and the unions involved in the lawsuit announced an agreement Nov. 16.

"While the lawsuit is in process, we have all agreed that DoD will continue the training on NSPS and will continue collaboration with them on implementation details," England said.

He said the final NSPS regulations were published in the Federal Register Nov. 1. That publication, he said, had triggered a 30-day period for congressional review of the regulations prior to their implementation.

NSPS is part of Defense Secretary Donald H. Rumsfeld's pro-

gram to transform the way DoD does business to better meet the challenges of the 21st century. The new program, in development since 2003, will replace the current general-schedule (GS) personnel ranking system with broad pay bands.

Employees are evaluated for performance in duties directly tied to departmental missions. Under NSPS, that pay-for-performance system replaces old civil service rules that rewarded employees for length of service rather than performance.

DoD and OPM are partnering to establish the NSPS, which eventually will affect 180,000 Department of Homeland Security employees as well as DoD's more than 650,000-person civilian work force.

"Our collaboration with the department has been a joint effort," OPM Director Linda Springer told the Senate panel. She said OPM's role in assisting to craft new NSPS regulations was to ensure there is a proper balance between accomplishing missions and the needs of the work force.

"After all, it's the people in government who make the government work. We also recognize that the government's human resources system must protect and promote fairness and transparency, and guarantee equal access for all," Springer said.

NSPS guards against prohibited personnel practices, protects whistleblowers from recriminations, and maintains all safeguards against discrimination, Springer said.

## Developing the Navy's 21st century Hospital Corpsman

Recently, the Naval Medical Education and Training Command (NMETC) published a list of certifying bodies for certifications and qualifications on the Hospital Corps Web page on Navy Knowledge Online (NKO). Just as every aspect of readiness is important for success in defending our nation, so is the need for Navy medical professionals' ability to respond to a variety of situations worldwide.

Along these lines, the Chief of Naval Operations' (CNO) 2006 guidance clearly states that Sailors are the Navy's greatest resource and developing them to their fullest potential is a top priority.

Medical certifications and qualifications support the Sea Warrior initiative and sustain combat readiness by providing universal baseline competencies, shared within the joint service arena and among our civilian counterparts. Collaboration with joint service initiatives and civilian medical professionals, including Non-Governmental Organizations (NGOs), is greatly enhanced when the common denominator is based upon peer-defined standards endorsed by a professional certifying body.

Sailors who maintain their professional certifications demonstrate a strong desire for continued learning, research, and practice within their specific field. Membership often allows the opportunity to network with other healthcare professionals and provides an opportunity for Sailors to mentor others, helping to prepare 21st century leaders and fleet readiness for the future.

Active involvement in professional associations will allow Hospital Corpsmen to develop leadership skills through research and speaking engagements at professional conferences. Professional associations often sponsor periodic publications that allow members an opportunity to publish research or other information related to their professional field. The competencies on which research and speaking engagements are based demonstrate a member's specific mastery of skills and recognize their level of professionalism and leadership among their peers.

According to RADM Carol Turner, NMETC Commander, attaining professional certifications and qualifications is a key element to success. "The CNO's top

priority is Sea Warrior — a career management system that provides for the professional growth and development of our people," said Turner.

As the Navy completes various aspects of Sea Warrior, professional certifications and qualifications become increasingly defined. The ability to demonstrate career competencies, both within the Navy and among civilian counterparts will equate to a more professional and knowledgeable Sailor. The Navy recognizes the need and desire for Sailors to be active members within their professional associations and fully supports this initiative by providing information on accrediting bodies. For more information on this exciting initiative, log onto NKO at <https://www.nko.navy.mil>, click on the "Force Health Protection" page under "Learning Centers", then navigate your way to a brighter future on the "Hospital Corps" Web page and scroll down to "Certifications and Qualifications".

*Story submitted to the MPT&E Communicator by LTJG Janette Arencibia, Dept. Head Facilities, Naval School of Health Sciences, San Diego.*



## Naval War College graduates first Command Master Chiefs

**By Journalist 1st Class Edward Flynn, Naval War College Public Affairs**  
NEWPORT, R.I. (NNS) – Command Master Chief (SS/SW) Mike Bruner and Command Master Chief (SW/AW) Raymond James became the first enlisted graduates of the prestigious Naval War College Nov. 16 in a ceremony at the college campus in Newport, R.I.

In a dramatic shift in admission policy, the Naval War College welcomed the newest graduates to its distinguished ranks last fall. For the past year, Bruner and James have been fully integrated as students in the senior-level course, the College of Naval Warfare.

Bruner and James were competitively selected by the Master Chief Petty Officer of the Navy, force master chiefs and senior officials from the Naval War College.

"When we selected these two exceptionally qualified command master chiefs, we selected the best in the fleet," said Dr. James F. Giblin Jr., Provost and Dean of Academics at the Naval War College. Criteria used in the selection process included potential for service in a joint environment, academic background of the applicant and demonstrated leadership in the senior enlisted ranks.

As Naval War College students, Bruner and James were exposed to a wide range of academic opportunities and seminars, bringing their combined 48 years of enlisted experience to the program.

"These seasoned enlisted leaders brought a new insight and perspective that we did not previously benefit from," said Dr. Mackubin Owens, professor, Strategy and Force Planning.

The change in Naval War College admission policy is directly linked to the Chief of Naval Operations' (CNO) Guidance for 2004, which called for improving personnel growth and development opportunities, and establishing an enlisted and officer Professional Military Education (PME) Continuum.

NAVADMIN 094/05 further outlined Naval War College advantages for Command Master Chiefs. "In order to better empower senior enlisted leaders to serve in both Navy and joint operational assignments, we must provide them with opportunities which will hone their analytical

skills and increase understanding of leading change in large, complex organizations that deal with national security."

This program also supports the CNO's goal of "Better Alignment for Joint Warfare" by providing senior enlisted personnel the opportunity to be exposed to Joint Professional Military Education at the same level as senior officers to more effectively function in the joint arena.

"We expect all of our graduates, including the command master chief graduates, to make a significant contribution to their respective joint and staff assignments," Giblin said.

Being the first always contains a certain level of pressure and even uncertainty.

"More was expected from us, especially from our own senior enlisted community," said James. "Through this education, I can now explain to Sailors throughout the fleet what our country is doing and how we all fit in."

Joint Task Force Civil Support, a standing joint force at Fort Monroe, Va., will soon welcome James as senior enlisted advisor.

"It was a challenging and competitive academic environment," said Bruner. "From this experience, I will now look at decision making more analytically and will consider all perspectives and the consequences."

Bruner will use his new education as the command master chief for Commander, U.S. Naval Forces Korea.

"Both command master chiefs performed exceptionally well," said Dr. John F. Garofano, professor, National Security Affairs. "Other than the fact that



I previously knew all the students' ranks, I was not able to distinguish between the progress of these senior enlisted Sailors and the senior military officers. It was a seamless transition, and rank was not important, or even a factor."

U.S. military officer students, and even international officers in the same course, all agreed the command master chiefs enhanced the intensive program.

"It was of tremendous value to have these seasoned enlisted professionals in the same academic program," said U.S. Army LTCOL Chris Coasta. "We now have a better understanding of the top caliber of the enlisted ranks throughout the U.S. military."

Satisfactory completion of the program leads to a Master of Arts degree in national security and strategic studies.

Founded in 1884, the Naval War College is the nation's oldest military service college.

For related news, visit the Naval War College Navy NewsStand page at [www.news.navy.mil/local/nwc/](http://www.news.navy.mil/local/nwc/).



*Master Grads: Master Chief Petty of the Navy Terry Scott, center, congratulates Master Chief Michael C. Bruner, left, and Master Chief Raymond D. James, after graduating from the Naval War College in Newport, R.I. in November. Bruner and James are the first enlisted members to graduate from the Naval War College, the Navy's highest educational institution.. U.S. Navy photo by PHC Robert Inverso.*





## Chaplain's Corner

**CAPT John Wesley Morrison**  
**NETC Force Chaplain**

### Hope: What Can Be

*Hope is a waking dream. — Aristotle.*

Hope is and always will be the greatest part of *your* wealth. However rich or elevated you may be, there is a constant something within you that wants for more and better things . . . this something is hope. Without it you would soon become a victim of despair and decadence.

The *wise* person however, will hope for no more than he or she may get justly, use wisely, dispense cheerfully and leave contentedly. When our individual necessities have been supplied and we have at hand everything that nature can demand, we immediately set about contriving artificial appetites.

It is indeed a healthy condition to be ever hopeful of a better way of life. This constant desire beating within the breasts of those who have come before us is responsible for making this the greatest nation and Navy Marine Corps team in the world, providing us with a standard of living, level of security and guaranteed freedoms far more than any other country or group of people on the face of the earth.

"... *True hope dwells on the possible, even when life seems to be a plot written by someone who wants to see how much adversity we can overcome, true hope responds to the real world, to real life; it is an active effort.*" — **The Confidence Course: Sevens Steps to Self-Fulfillment** by **Walter Anderson**.

Yes, hope springs eternal from the human breast. If you have experienced reverses, been thrown for a loss time and time again, and you get a feeling of "Oh what's the use," before giving up Hope for your eventual success, go to the local library and read about Abraham Lincoln, Dr. Pasteur, Nelson Mandela, Frank W. Woolworth, Dr. Martin Luther King Jr. (whose hope changed a nation), and hundreds of others, who met defeat after defeat with a heart full of hope that carried them to ultimate victory.

The year-ending holiday season is a potent and often disturbing time. For some, separation from loved ones (and from childhood) seems unusually painful. We notice tattered or lost relationships, frustrations at work, and questions about tomorrow. For others, it is the thought of a loved one on the front lines of danger and haunting unanswered questions about their return. Many of us can hardly wait for the season to end. Others find this time of year delightful. They gather happily with family, watch children bounce, and enjoy time away from school, work and aloneness.

For most, I suspect the season is a mixed pudding: some joy, some sorrow. But for us all, it is a time to be kind to others and patient with oneself. Silence and personal reflection is a good idea, both to hear what the *Divine* would whisper amid the hoopla, to sense the needs around us, and to gain a true perspective of what this season really means as we celebrate: Advent (Christians honor the coming of Jesus); Hanukkah (Jewish Festival of Lights); Yule (Winter solstice observance); Christmas (Christian celebration of the birth of Jesus Christ); Kwanzaa (Pan-African celebration); and Pancha Ganapati (a five-day Hindu family celebration enjoyed by children and adults honoring Ganesh).

*What is Christmas? It is tenderness for the past, courage for the present, hope for the future. It is a fervent wish that every cup may overflow with blessings rich and eternal, and that every path may lead to peace.* — **Agnes M. Pharo**

Merchants, advertisers and news media would have us think this season is about "giving." However, this time of year should really be about *hope*. Hope lies in the memory of God's previous goodness to us in a world that is both generous and cruel. The God who created this world loves it and us in it, but at the price of our own effort, at the cost of our own craving for more of the vision, more of the depth, more of the truth of the life. The God who



made this world has blessed it with good things, yes — but all of them take working at: people can be healed of disease, but research must still be done; the poor can be fed, but it means sharing out of *our* own abundance; peace can be reached, but it means reaching across the divide of ignorance at the expense of our own egos; the earth can continue to sustain us, but it means reversing the exploitation of the ground and air by learning the ways of conservation and protection of resources. Shipmates, God simply companions us as we go.

God has given us in this unfinished world a glimpse of eternity and walks with us from here to there, giving us possibility, giving us hope. Hope is the very last thing that dies in a person, and while at times it may deceive us, it offers great solace and makes our passage thru this life easier and more pleasant right down to our journey's end.

*Hope is the best possession — none are completely wretched but those who are without hope, and few are reduced so low as that.* — **Hazlitt**

My prayer for this holiday season is that the spirit of the season — Harmony, Love, Understanding, and Thanksgiving — becomes a way of life. And that the coming year brings Hope and Peace to all humankind. *Seasons Greetings*. Namaste.

### **Suppose There Were No Special Times for Greetings**

Happy Holidays! Whichever ones apply: Jewish, Christian, secular! Practicing people are not particular, Perhaps because all people carry buns.

Year's end's a time of darkness, true, but when has darkness ever darkened one small light?

Our pleasures are like candles in the night.

Lighting lamps that burn beyond our ken.

In celebration there is more than joy: Days of feasting bind our friendships fast, A fat and full embrace of things that last, Yet holy in what sense one might employ, Savoring sweet songs that spirits buoy.

— **Turlough O'Carolan**



## Sailor of the Year competition to include entire MPT&E enterprise

By Jon Gagné, Naval Education and Training Command Public Affairs

PENSACOLA, Fla. — Beginning in March 2006, commands and activities throughout the Manpower, Personnel, Training and Education (MPT&E) enterprise will work together to select the very best Sailor to represent the claimancy in the Navy-wide Sailor of the Year program. This marks the first time that all MPT&E activities will come together to select a single enlisted Sailor to represent the MPT&E community in the annual competition.

"2005 has been a year of change and transformation for the Navy," said VADM Kevin Moran, Commander, Naval Education and Training Command (NETC) and Deputy Chief of Naval Personnel (DCNP). "Sailors assigned to commands throughout the MPT&E enterprise have made significant contributions toward successful mission accomplishment through a wide array of assignments. I'm proud to say our Sailors are setting standards of excellence in fighting the Global War on Terrorism, improving fleet readiness through manpower, training and education solutions, working to deliver Sea Warrior through the MPT&E transformation, and assisting our nation's

citizens following natural disasters."

Recognizing the accomplishments of these Sailors will be a task that falls upon the chief's mess at commands throughout the MPT&E claimancy. At each location, selection boards comprised of chief petty officers will review annual evaluations, recommendations and conduct interviews with Sailors who have been selected by their department as the "very best of 2005." The chiefs will evaluate personnel on a number of topics, including job performance, professional development, off-duty education, and community service to narrow the list down from the "very best" Sailors, to the "best of the best."

"Selecting an annual command Sailor of the Year is a lot more than just choosing one person for accolades," said Master Chief (SS/SW/AW) Mike McCalip, NETC Force Master Chief.

"Whomever is selected moves on to the next round of competition and ultimately represents every Sailor - enlisted

and officer - at their command. They stand as a role model for their peers and mentors for the junior Sailors that look up to them. They also serve as a reflection of the command's leadership from its officer's wardroom and chief's mess."

In March, the very best Sailors from throughout the MPT&E enterprise will be narrowed down to a single Sailor who will then represent the entire MPT&E enterprise in the Navy-wide Shore Sailor of the Year competition.

"The challenges of the past year and the significant accomplishments of our Sailors will make the MPT&E Sailor of the Year competition extremely tough," McCalip said. "Our Sailors have truly risen to the task and displayed exceptional flexibility

and professionalism in responding to an ever-changing mission. They have proven themselves to be the right Sailors, with the right training in the right place at the right time. When it comes to selecting one Sailor to represent the entire MPT&E enterprise from the list of highly qualified individuals, there are no losers, only winners."



**Michael J. McCalip**  
NETC Force  
Master Chief



*As we take the time from our busy schedules to celebrate the holidays with family, friends and co-workers, remember to include safety in all of your holiday planning. You continue to be an important part of the MPT&E team and your contributions to our Navy and our mission are very important. Be safe in all you do and be ready to forge ahead with Sea Warrior in the New Year. From all of us, to all of you, thank you for what you do for our Sailors and our Navy.*

**— Happy Holidays —**